

**RELATIONSHIP BETWEEN SELF EFFICACY, JOB INVOLVEMENT,
ORGANIZATIONAL COMMITMENT AND WORK FULFILLMENT AMONG
COMMUNITY POLICE OFFICERS**

By

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
in Fulfillment of the Requirement for the Degree of Master of Human Resource
Management**



Othman Yeop Abdullah
Graduate School of Business

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ABSTRAK

Kajian ini bertujuan untuk mengenalpasti hubungan antara faktor efikasi sendiri, penglibatan kerja, komitmen organisasi dan kepuasan kerja. Kajian ini dilakukan kerana pengkaji merasakan tahap kepuasan kerja Pegawai Polis Komuniti di tahap kurang memberansangkan berdasarkan pemerhatian. Bagi tujuan tersebut seramai 120 orang Pegawai Polis Komuniti dari Balai Polis Putrajaya dan IPD Kajang telah dipilih sebagai responden bagi kajian ini. Instrumen kajian ini diambil dari soal selidik yang telah dibangunkan oleh pengkaji terdahulu.

Analisis data yang digunakan adalah analisis deskriptif (min, frekuensi, kekerapan dan sisihan piawai) dan inferensi iaitu Korelasi Pearson dan analisis Regresi berganda. Hasil dapatan kajian menunjukkan tahap kepuasan kerja adalah tinggi. Hasil analisis korelasi antara pemboleh ubah kajian mendapati terdapat hubungan yang signifikan antara faktor efikasi sendiri, penglibatan kerja, komitmen organisasi dan kepuasan kerja. Hasil analisis regresi berganda menunjukkan penglibatan kerja merupakan penyumbang terbesar kepada kepuasan kerja.

Kajian ini turut memberi implikasi dari segi praktis di mana pihak pengurusan sumber manusia organisasi ini perlu mengambil kira faktor penglibatan kerja sebagai salah satu sumber yang dapat meningkatkan kepuasan kerja. Beberapa cadangan kepada penambahbaikan dari segi praktis turut dibincangkan, antaranya ialah organisasi perlu meningkatkan autonomi tugas Pegawai Polis Komuniti.

ABSTRACT

This study aimed to identify the relationship between self-efficacy, job involvement, organizational commitment and job satisfaction. The study was conducted because researchers felt the level of job satisfaction of Community Police Officer is not very encouraging, this is based on observations. For this purpose a total of 120 Community Police Officer in Putrajaya Polis Station dan IPD Kajang were selected as respondents for this study. The instrument is taken from a questionnaire that was developed by the previous researchers.

Data analysis used descriptive analysis (mean, frequency, mode and standard deviation) and the inference statistic that Pearson correlation and multiple regression analysis. The result shows that the level of job satisfaction is high. The result of correlational analysis between the variables showed a significant relationship between self-efficacy, job involvement, organizational commitment and job satisfaction. The result of multiple regression analysis showed that job involvement is the largest contribution to job satisfaction.

This study has also implications in terms of practice in which the human resource development of this organization must take into account that the job involvement as a resource to improve job satisfaction. Some suggestions for improvement in terms of practice are also discussed, such as organizations need to increase job autonomy of Community Police Officer.

DECLARATION

I declare that the project paper is my original work except for the quotation and citation which have been duly acknowledged. I also declare that it is not been previously, and is not concurrently, submitted for any other degree at Universiti Utara Malaysia or other institution.



ALICE NURIZZA BINTI AB AZIZ

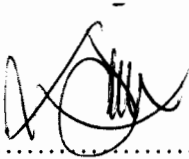
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Date : 19 August 2014

APPROVAL

This is to certify that we have read and reviewed this project paper entitled “Relationship between Self-Efficacy, Job Involvement, Organizational Commitment and Work Fulfillment among Community Police Officer”. It is hereby declared that the project paper acceptable for the fulfillment of the degree of Master of Human Resource Management in Othman Yoep Abdullah (OYA) at the College of Business (COB) Universiti Utara Malaysia.

Approved By:



.....
(Penyelia)

Pn. Norizan Binti Hj. Azizan

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Kolej Pengajian Pengurusan Perniagaan

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Tarikh: 26/8/2014
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CHAPTER I

INTRODUCTION

1.1 Background of the study

Several reasons contributed to why work fulfilment is important to police organizations. Firstly, passive behaviour toward work can severely affect job performance in both qualitative and quantum of services provided. So, poor performance can result in police-community relations by severely affecting public perception toward the police (Buzawa, Austin & Bannon, 1994). In addition to a moral obligation in demonstrating concern for its employees and promote positive behaviour and attitude, work fulfilment promotes lower stress levels and, accordingly, fewer symptoms related to stress (e.g., absenteeism, burnout, and alcoholism) (Hoath et al., 1998).

Police profession can be in an area of high rates of employee turnover resulting from their low work fulfilment (Zhao et al. 1999). Loo's (2004: 162) study of 135 male Canadian police managers revealed substantially portion of the respondents (34.1%) suiting to high burnout "distressed police managers" that called for organizational intervention. Resulting from high employee turnover, increased expenses on recruitment and training for new police applicants may de limit budgets of law enforcement agencies, affecting the effectiveness of public safety. Nevertheless, research on work fulfilment among police officers can provide in valuable information thus improving the quality of police services.

The contents of
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Dear Sir/Madam,

It is with great pleasure to inform you that I am currently conducting a research project entitled **RELATIONSHIP BETWEEN SELF EFFICACY, JOB INVOLVEMENT, ORGANIZATIONAL COMMITMENT AND WORK FULFILMENT AMONG COMMUNITY POLICE OFFICER**. This research is in fulfilment of the requirement for the Degree of Master's in Human Resources Management from Universiti Utara Malaysia. Therefore, I am seeking your cooperation in completing a questionnaire that will take about 30 minutes of your time.

Since the quality of the research depends on the number of responses to this questionnaire, your response will be greatly appreciated. I will keep your response completely confidential.

Please answer all questions as best as you can. The questions in the survey simply require you to circle **(0)** the appropriate answers. If you have any query about this research, do not hesitate to contact me.

Thank you very much for your cooperation.

Salam sejahtera,

Dengan sukacitanya ingin memaklumkan bahawa saya sedang menjalankan penyelidikan terhadap **HUBUNGAN ANTARA KEBERKESANAN KERJA, PENGLIBATAN KERJA, KOMITMEN ORGANISASI DAN KEPUASAN KERJA DI KALANGAN POLIS KOMUNITI**. Kajian ini adalah sebagai memenuhi syarat untuk Ijazah Sarjana dalam Pengurusan Sumber Manusia dari Universiti Utara Malaysia. Oleh itu, saya memerlukan kerjasama tuan/puan melengkapkan soal selidik yang akan mengambil kira-kira 30 minit masa tuan/puan.

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Terima kasih di atas kerjasama yang diberikan

Yang Benar,
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Universiti Utara Malaysia

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A QUESTIONNAIRE FOR RESEARCH ENTITLED:

**RELATIONSHIP BETWEEN SELF EFFICACY, JOB INVOLVEMENT,
ORGANIZATIONAL COMMITMENT AND WORK FULFILMENT AMONG
COMMUNITY POLICE OFFICER**

KAJIAN BERTAJUK:

**HUBUNGAN ANTARA KEBERKESANAN KERJA, PENGLIBATAN KERJA,
KOMITMEN ORGANISASI DAN KEPUASAN KERJA DI KALANGAN POLIS
KOMUNITI**

All information will be treated as strictly confidential
(2014)

Semua maklumat akan dirahsiakan
(2014)

SECTION A: SOCIO-DEMOGRAPHIC PROFILES

This section contains questions about your socio-demographic profile. Please answer **all** the questions by **circling the appropriate answer OR by filling the blanks**.

BAHAGIAN A: MAKLUMAT PERIBADI

Bulatkan jawapan yang betul

1. Age (umur)	1. Less than 20 (bawah 20) 2. Between 21 and 30 (di antara 21 dan 30) 3. Between 31 and 40 (di antara 31 dan 40) 4. Between 41 and 50 (di antara 41 dan 50) 5. More than 51 (51 ke atas)
2. Gender (jantina)	1. Male (lelaki) 2. Female (perempuan)
3. Marital status (status perkahwinan)	1. Single (bujang) 2. Married (berkahwin) 3. Divorced (bercerai)

4. Working experience (pengalaman bekerja)	1. Less than 5 years (kurang dari 5 tahun) 2. Between 6 and 10 years (di antara 6 dan 10 tahun) 3. Between 11 and 15 years (di antara 11 and 15 tahun) 4. More than 15 years (lebih 15 tahun)
5. Academic qualification (pendidikan)	1. SRP/PMR 2. SPM 3. STPM 4. Diploma 5. Master's
6. Job position / level (tangga jawatan)	1. Constable (Konstabel) 2. Lance Corporal (Lans Koperal) 3. Corporal (Koperal) 4. Sergeant (Sarjan) 5. Sergeant Major (Sarjan Major) 6. Other (Lain-lain) _____

SECTION B: SELF EFFICACY
BAHAGIAN B: KEBERKESANAN DIRI

This section contains questions about self-efficacy towards your work. Please answer **all** the questions by **circling the appropriate answer** OR by **filling the blanks**.

Pada bahagian ini mengandungi soalan-soalan berkaitan keberkesanan diri terhadap perkejaan, sila jawab dengan membulatkan jawapan yang betul atau isi tempat kosong



1. I wish I had changed jobs more often Saya berharap agar saya sentiasa tukar pekerjaan saya	12345
2. I wish I had gone back to school and restarted another career path that was better suited to me Saya berharap agar saya dapat pergi kembali ke sekolah dan memulakan semula laluan kerjaya yang lain, yang lebih sesuai untuk saya	12345

3. When I am confronted with a problem I can usually find several solution Apabila saya berhadapan dengan masalah, saya sentiasa boleh menemui beberapa penyelesaian	1 2 3 4 5
4. I am confident that I could deal efficiently with unexpected events Saya yakin saya boleh menangani dengan cekap kejadian yang tidak diduga	1 2 3 4 5
5. I have skills that help me to be successful Saya mempunyai kemahiran di mana ia membantu saya untuk saya berjaya	1 2 3 4 5
6. I believe I make good choices in my life Saya percaya bahawa saya membuat keputusan yang baik untuk kehidupan saya	1 2 3 4 5
7. I believe that I am strong person Saya percaya bahawa saya seorang yang kuat	1 2 3 4 5
8. I am hopeful about future Saya berharap tentang masa depan saya	1 2 3 4 5
9. It is easy for me to stick to my aims and accomplish my goals Ia adalah mudah bagi saya untuk berpegang kepada matlamat saya dan mencapai matlamat saya	1 2 3 4 5
10. I was taught to believe in the value of remaining loyal to one organization Saya telah diajar untuk mempercayai nilai setia kepada satu organisasi	1 2 3 4 5

SECTION C: JOB INVOLVEMENT

BAHAGIAN C: PENGLIBATAN KERJA

Read the following statements and indicate your agreement or disagreement by circling the numbers given, based on the scale below:

Baca pernyataan di bawah dan bulatkan jawapan anda samaada setuju atau tidak, jawapan adalah berbentuk skala:

(Sangat tidak setuju) Strongly Disagree ← 1 2 3 4 5 → Strongly agree (Sangat setuju)

The statements below is related to your job involvement

Pernyataan di bawah adalah berkaitan dengan penglibatan kerja anda sekarang

1. My supervisor trust me in carrying out my work Penyelia saya mempercayai saya dalam menjalankan kerja saya	1 2 3 4 5
2. The company always encourages me to offer ideas about workplace improvement	1 2 3 4 5

Organisasi sentiasa menggalakkan saya untuk menawarkan idea-idea tentang penambahbaikan tempat kerja	
3. I can decide the best way to do my work Saya boleh memutuskan cara terbaik untuk melakukan kerja saya	1 2 3 4 5
4. Top managers delegates their authority to employees in decision making process Pengurus atasan mewakili kuasa mereka kepada pekerja-pekerja dalam proses membuat keputusan	1 2 3 4 5
5. I am fully responsible for the work that I have been assigned to Saya bertanggungjawab sepenuhnya untuk kerja-kerja saya yang telah ditugaskan	1 2 3 4 5
6. I can easily get the cooperation from my superior when it is needed Saya dengan mudah boleh mendapatkan kerjasama daripada pegawai atasan saya apabila ia diperlukan	1 2 3 4 5

SECTION D: ORGANIZATIONAL COMMITMENT

BAHAGIAN D: TANGGUNGJAWAB ORGANISASI

Read the following statements and indicate your agreement or disagreement by circling the numbers given, based on the scale below:

Baca pernyataan di bawah dan bulatkan jawapan anda samaada setuju atau tidak, jawapan adalah berbentuk skala:

(Sangat tidak setuju) Strongly Disagree ←————→ Strongly agree (Sangat setuju)
1 2 3 4 5

The statements below is related to your organizational commitment

Pernyataan di bawah adalah berkaitan dengan tanggungjawab organisasi anda sekarang

1. Am willing to put in a great deal of effort beyond that expected in order to help this organization be successful Saya bersedia untuk berusaha lebih dan diluar jangkaan untuk membantu organisasi ini Berjaya	1 2 3 4 5
2. Talk up my organization to my friends as a great organization to work for Memberi tahu rakan-rakan saya bahawa organisasi ini adalah sebuah organisasi yang hebat untuk bekerja	1 2 3 4 5
3. Would accept almost any type of job assignment in order to keep working for this organization Menerima hampir semua jenis tugas kerja untuk memastikan bekerja untuk organisasi ini	1 2 3 4 5

4. Find that my values and the organization's values are very similar Mengetahui bahawa nilai-nilai saya dan nilai-nilai organisasi yang hampir sama	1 2 3 4 5
5. Am proud to tell others that I am part of this organization Saya amat berbangga memberi tahu rakan yang lain bahawa saya merupakan salah seorang ahli organisasi ini	1 2 3 4 5
6. Feel this organization really inspires the very best in me in the way of job performance Organisasi ini benar-benar memberi inspirasi yang terbaik kepada saya untuk meningkatkan prestasi kerja	1 2 3 4 5
7. Am extremely glad that I chose this organization to work for over others I was considering at the time I joined Saya amat gembira kerana saya memilih organisasi ini untuk bekerja walaupun ketika itu saya masih mempertimbangkan pekerjaan ini.	1 2 3 4 5
8. Really care about the fate of this organization Saya amat mengambil berat terhadap nasib organisasi ini	1 2 3 4 5
9. Feel, for me, this is the best of all possible organizations for which to work Pendapat saya, organisasi ini merupakan organisasi yang terbaik untuk bekerja	1 2 3 4 5

SECTION E: WORK FULFILMENT

BAHAGIAN E: KEPUASAN BEKERJA

Read the following statements and indicate your agreement or disagreement by circling the numbers given, based on the scale below:

Baca pernyataan di bawah dan bulatkan jawapan anda samaada setuju atau tidak, jawapan adalah berbentuk skala:

(Sangat tidak setuju) Strongly Disagree ← 1 2 3 4 5 → Strongly agree (Sangat setuju)

This statements below is related to your current job function

Pernyataan di bawah adalah berkaitan dengan pekerjaan anda sekarang

1. My present job is fun and I like it very much Pekerjaan saya sekarang adalah seronok dan saya sukakannya	1 2 3 4 5
2. My present job is satisfying Pekerjaan saya sekarang memuaskan	1 2 3 4 5

3. I am not bored with my present job Saya tidak bosan dengan pekerjaan saya sekarang	1 2 3 4 5
4. My present job is good, and respected by others especially my colleagues and customer Pekerjaan saya sekarang adalah bagus dan dihormati rakan sekerja dan juga dihormati orang awam	1 2 3 4 5
5. I am comfortable with my current job function Saya berasa selesa dengan fungsi pekerjaan saya sekarang	1 2 3 4 5
6. I like my present job because it is challenging Saya sukakan pekerjaan saya sekarang kerana ia mencabar	1 2 3 4 5
7. I feel that my current job suites me very much Saya merasakan pekerjaan saya sekarang adalah sesuai dengan saya	1 2 3 4 5
8. My present job gives me a sense of achievement Pekerjaan saya sekarang membantu saya mencapai kejayaan	1 2 3 4 5

(Sangat tidak setuju) Strongly Disagree ←————→ Strongly agree (Sangat setuju)

1 2 3 4 5

The following statements are regarding the coaching and guiding from your supervisor

Pernyataan di bawah adalah berkaitan latihan dan bimbingan dari penyelia

1. My supervisor should take more responsibility on my performance Penyelia saya harus lebih bertanggungjawab terhadap pencapaian kerjaya saya	1 2 3 4 5
2. My supervisor needs to praise more on good performance Penyelia saya harus lebih memuji terhadap pencapaian kerja saya yang lebih baik	1 2 3 4 5
3. My supervisor should spend more time to provide assistance to me Penyelia saya harus lebih meluangkan masanya untuk memberi bantuan terhadap pekerjaan saya	1 2 3 4 5
4. I need more supervision from my supervisor Saya memerlukan perhatian yang lebih dari penyelia	1 2 3 4 5
5. My supervisor respect my job very much Penyelia saya sangat menghormati pekerjaan saya	1 2 3 4 5
6. My supervisor encourages me to extend my abilities Penyelia saya menggalakkan saya untuk mengembangkan bakat saya	1 2 3 4 5

The following statements are regarding your compensation and pay

Berikut adalah pernyataan berkaitan gaji dan pampasan

1. I feel that I am adequately paid as compare . to others in the organization and in similar industry Saya merasakan gaji yang diterima adalah mencukupi jika dibandingkan dengan organisasi lain	1 2 3 4 5
2. I am satisfied with the salary and incentives that I received for the job done Saya berasa puas hati dengan gaji dan insentif yang saya terima	1 2 3 4 5
3. In my job, my only concern is the incentive Di dalam pekerjaan , saya lebih menitikberatkan terhadap insentif	1 2 3 4 5
4. The pay that I received is commensurate with my contribution to the organization Gaji yang saya terima adalah setimpal dengan sumbangan yang saya berikan kepada organisasi	1 2 3 4 5
5. I feel good to remain in this position because it pays (incentive) based on how well did perform Saya berasa baik untuk mengekalkan pekerjaan saya kerana gaji (insentif) yang diterima adalah setimpal dengan sumbangan kerja saya.	1 2 3 4 5
6. I feel that I will be more satisfied if I can sell more and get more pay (incentive) Saya merasakan lebih berpuas hati sekiranya saya boleh lebih berproduktif dan mendapat gaji dan insentif yang juga lebih	1 2 3 4 5

~~~~~ Thank you very much for completing the questionnaire ~~~~~

Terima kasih di atas kerjasama anda

Frequency Table

| Race  |           |         |               |                    |
|-------|-----------|---------|---------------|--------------------|
|       | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Melayu    | 88      | 73.3          | 73.3               |
|       | Cina      | 5       | 4.2           | 77.5               |
|       | India     | 27      | 22.5          | 100.0              |
|       | Total     | 120     | 100.0         |                    |

| Gender |           |         |               |                    |
|--------|-----------|---------|---------------|--------------------|
|        | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid  | Lelaki    | 108     | 90.0          | 90.0               |
|        | Perempuan | 12      | 10.0          | 100.0              |
|        | Total     | 120     | 100.0         |                    |

| Marital |           |         |               |                    |
|---------|-----------|---------|---------------|--------------------|
|         | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid   | 1.00      | 9       | 7.5           | 7.5                |
|         | 2.00      | 111     | 92.5          | 100.0              |
|         | Total     | 120     | 100.0         |                    |

| Education |                      |         |               |                    |
|-----------|----------------------|---------|---------------|--------------------|
|           | Frequency            | Percent | Valid Percent | Cumulative Percent |
| Valid     | SPM                  | 75      | 62.5          | 62.5               |
|           | Certificate /Diploma | 24      | 20.0          | 82.5               |
|           | Bachelor Degree      | 19      | 15.8          | 98.3               |
|           | Master               | 2       | 1.7           | 100.0              |
|           | Total                | 120     | 100.0         |                    |

| C_age |           |         |               |                    |
|-------|-----------|---------|---------------|--------------------|
|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|       | less 25   | 36      | 30.0          | 30.0               |
|       | 26-35     | 26      | 21.7          | 51.7               |
| Valid | 36-45     | 38      | 31.7          | 83.3               |
|       | more 46   | 20      | 16.7          | 100.0              |
|       | Total     | 120     | 100.0         |                    |

| C_length |           |         |               |                    |
|----------|-----------|---------|---------------|--------------------|
|          | Frequency | Percent | Valid Percent | Cumulative Percent |
|          | 1-5       | 85      | 70.8          | 70.8               |
| Valid    | >6        | 35      | 29.2          | 100.0              |
|          | Total     | 120     | 100.0         |                    |

| c_JS  |           |         |               |                    |
|-------|-----------|---------|---------------|--------------------|
|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|       | 2.00      | 46      | 38.3          | 38.3               |
| Valid | 3.00      | 74      | 61.7          | 100.0              |
|       | Total     | 120     | 100.0         |                    |

| c_SE  |           |         |               |                    |
|-------|-----------|---------|---------------|--------------------|
|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|       | 1.00      | 2       | 1.7           | 1.7                |
| Valid | 2.00      | 43      | 35.8          | 37.5               |
|       | 3.00      | 75      | 62.5          | 100.0              |
|       | Total     | 120     | 100.0         |                    |



| c_JI       |           |         |               |                    |
|------------|-----------|---------|---------------|--------------------|
|            | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid 1.00 | 2         | 1.7     | 1.7           | 1.7                |
| 2.00       | 31        | 25.8    | 25.8          | 27.5               |
| 3.00       | 87        | 72.5    | 72.5          | 100.0              |
| Total      | 120       | 100.0   | 100.0         |                    |

| C_oc9      |           |         |               |                    |
|------------|-----------|---------|---------------|--------------------|
|            | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid 2.00 | 47        | 39.2    | 39.2          | 39.2               |
| 3.00       | 73        | 60.8    | 60.8          | 100.0              |
| Total      | 120       | 100.0   | 100.0         |                    |

| Descriptive Statistics |     |         |         |        |                |
|------------------------|-----|---------|---------|--------|----------------|
|                        | N   | Minimum | Maximum | Mean   | Std. Deviation |
| JS                     | 120 | 2.80    | 4.75    | 3.8692 | .40771         |
| SE                     | 120 | 1.60    | 4.70    | 3.8392 | .65199         |
| JI                     | 120 | 1.17    | 5.00    | 4.0097 | .66782         |
| OC                     | 120 | 2.78    | 5.00    | 3.7769 | .51019         |
| Valid N (listwise)     | 120 |         |         |        |                |

Correlations

| Correlations |                     | SE     | JI     | OC9    | JSNew  |
|--------------|---------------------|--------|--------|--------|--------|
| SE           | Pearson Correlation | 1      | .374** | .274** | .428** |
|              | Sig. (2-tailed)     |        | .000   | .002   | .000   |
|              | N                   | 120    | 120    | 120    | 120    |
| JI           | Pearson Correlation | .374** | 1      | .157   | .502** |
|              | Sig. (2-tailed)     | .000   |        | .087   | .000   |
|              | N                   | 120    | 120    | 120    | 120    |
| OC9          | Pearson Correlation | .274** | .157   | 1      | .369** |
|              | Sig. (2-tailed)     | .002   | .087   |        | .000   |
|              | N                   | 120    | 120    | 120    | 120    |
| JSNew        | Pearson Correlation | .428** | .502** | .369** | 1      |
|              | Sig. (2-tailed)     | .000   | .000   | .000   |        |
|              | N                   | 120    | 120    | 120    | 120    |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Regression

Variables Entered/Removed<sup>a</sup>

| Model | Variables Entered        | Variables Removed | Method |
|-------|--------------------------|-------------------|--------|
| 1     | OC9, JI, SE <sup>b</sup> |                   | Enter  |

- a. Dependent Variable: JSNew  
b. All requested variables entered.

Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .614 <sup>a</sup> | .377     | .361              | .32596                     |

- a. Predictors: (Constant), OC9, JI, SE

ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 7.456          | 3   | 2.485       | 23.390 | .000 <sup>b</sup> |
|       | Residual   | 12.325         | 116 | .106        |        |                   |
|       | Total      | 19.781         | 119 |             |        |                   |

- a. Dependent Variable: JSNew  
b. Predictors: (Constant), OC9, JI, SE

Coefficients<sup>a</sup>

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 1.660                       | .277       |                           | 5.994 | .000 |
|       | SE         | .136                        | .051       | .217                      | 2.668 | .009 |
|       | JI         | .233                        | .048       | .382                      | 4.824 | .000 |
|       | OC9        | .199                        | .061       | .250                      | 3.269 | .001 |

- a. Dependent Variable: JSNew